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## Report of the Executive Board of the United Nations Children's Fund on the work of its 2014 annual session

**(3-6 June 2014)***

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# I. Organization of the session

## A. Opening statements by the President and the Executive Director (item 1)

1. The President welcomed participants to the annual session of 2014. He said that the United Nations was at a historic milestone as 2015 approached. The rights and well-being of children must feature prominently in the new sustainable development goals and the post-2015 agenda. The new framework would require UNICEF to innovate, respond with determination to humanitarian and development challenges, exercise moral, principled and practical leadership on behalf of children, increase its effectiveness and efficiency, and light the path to equity for all children. In this context, this session's special focus session, on sustainability and development in Africa — a child-centred perspective, was opportune.

2. In reviewing progress, it was important to recognize the great work that had been done for children in Africa in the last 25 years, and to note that in the past 10 years, many African countries had attained high levels of economic growth and had made significant progress towards poverty alleviation. Nonetheless, without targeted policies for children and families, economic growth alone would not prevent unnecessary deaths or alleviate the suffering and exploitation of children. Economic growth and the fight against inequality and inequity must go hand in hand. Statistics showed that Africa's children faced striking disparities within and across countries and across regions. Africa's children deserved and needed more to be done in the face of myriad socioeconomic, political, cultural and humanitarian challenges.

3. UNICEF must therefore scale up and intensify progress in Africa for Africa's children by doing the following: developing a clear and comprehensive strategic action plan for children as part of its generic policy for Africa; apply the principle of equity not only within nations but between nations and regions; increase by a significant percentage the allocation of both regular and other resources to country programmes in Africa; work better with African institutions to ensure that UNICEF investments have a lasting impact on the capacity of Africa to respond through its own institutions; and commit to end, by 2030, the major childhood killers of hunger, malnutrition, malaria, HIV/AIDS, diarrhoea and pneumonia.

4. The Executive Director expressed appreciation for all UNICEF staff, especially those working under enormous pressure in areas of conflict, crisis and emergency, such as South Sudan, the Central African Republic and Syrian Arab Republic.

5. As the twenty-fifth anniversary of the Convention on the Rights of the Child approached, it was important to recognize that human rights are not self-executing. The challenge for Governments — and for UNICEF — had always been the practical support of those rights in a changing world. The world has a huge stake in building a full future for children born today. If UNICEF fails to deliver results for them, the costs will be great: fewer opportunities, unbalanced economies, worsening health and greater global instability. These costs will represent a betrayal of the right of every person to an equal opportunity to live a healthy, fulfilling life — and a betrayal of the aspiration of every society to be built by, nourished by and enriched by citizens able and willing to do so. The challenge for UNICEF was to anticipate, adapt to, and act on those trends in its work within the organization, with national Governments and with other partners.

6. There was no question that change and progress were possible for millions of children around the world. The post-2015 development agenda provided an opportunity to set clear priorities for health, nutrition, water, sanitation, education and protection to benefit all children. National statistical averages must not again blur the focus on the children most in need.

7. UNICEF must also use change to manage change in its work. It has begun to do so through the new Strategic Plan, 2014-2017. The effectiveness and efficiency exercise was helping the organization eliminate duplication and keep resources tied as closely as possible to children's needs. UNICEF had also embarked on two interrelated exercises, "UNICEF 3.0" and "UNICEF 4.0', to evaluate trends and projections for the future in the medium and long terms, and assess their implications for children.

8. UNICEF needed to align its programme actions with those aimed at longer-term results, and these actions needed to be integrated and not confined within silos. Through various forms of matrix management, UNICEF would respond in a more coordinated manner to the needs of the "whole" child. He described changes UNICEF was making key changes to its organizational structure to better integrate programmes and partnerships. These changes will be cost- and position-neutral, and the Staff Association had been involved in the process. Finally, to help drive more efficient management for results in support of regional and country offices, the secretariat proposed creating a new Deputy Executive Director position, which will not require new funding, to work with regional and country offices to strengthen clear chains of management responsibility and accountability for results, and the reporting of those results. The Executive Board was being asked to approve this new position at this session.

9. Innovation continued to be a focus in "using change to manage change". Some 265 innovations were being explored right now around the world. The new global innovation centre in Nairobi had begun to build its board of advisors — innovation experts from both inside and outside of the United Nations, who would work with the Innovation Unit in New York and the 13 UNICEF innovation labs around the world to incubate and strategically scale up initiatives like "U Report" in Uganda. These changes and innovations were aimed at the core mission of UNICEF: support for the rights of the hundreds of millions of children who are expected to benefit least from the next 25 years of change in the world.

10. UNICEF could maintain this progress because of the trust shown by Governments and other donors. Last year, thanks to their advocacy and commitment, UNICEF received more financial support than ever before. Private sector donors, in 2013, for the first time gave more to UNICEF regular resources than the public sector. However, the challenge remains of how to manage increasingly complex operations without greater support for core resources.

11. Following the opening remarks, Her Majesty Queen Sofia of Spain gave a statement highlighting in particular the importance of the Convention on the Rights of the Child.

### B. Adoption of the agenda (item 2)

12. The Executive Board adopted the provisional agenda, timetable and organization of work for the session (E/ICEF/2014/5).

13. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 80 observer delegations, including 1 intergovernmental organization, 8 National Committees for UNICEF and 11 non-governmental organizations (NGOs).

## II. Deliberations of the Executive Board

### A. Annual report of the Executive Director of UNICEF: performance and results for 2013, including a report on implementation of the quadrennial comprehensive policy review (item 3)

14. The Executive Director remarked on the progress made and results achieved by UNICEF in its five focus areas, cross-cutting work, and operational effectiveness and efficiency. Following remarks by the Deputy Executive Director, Programmes, the report (E/ICEF/2014/6 and E/ICEF/2014/6/Add.1) and the data companion were introduced by the Director, Policy and Strategy.

15. Many delegations highlighted the upcoming twenty-fifth anniversary of the Convention on the Rights of the Child and the contribution of UNICEF to the progress achieved since the adoption of the Convention.

16. Speakers paid tribute to UNICEF staff around the world, particularly those who were killed or harmed while working to protect the rights of children.

17. Delegations welcomed the achievements and progress highlighted in the annual report of the Executive Director. UNICEF was commended for its leadership and commitment to accountability, good governance, efficiency and transparency.

18. Progress in child survival would not have been possible without multi-stakeholder partnerships and innovative approaches, it was said. UNICEF was encouraged to continue working with partners in and outside the United Nations to achieve the ambitious objectives of the new Strategic Plan, especially with regard to reaching the most vulnerable and marginalized children and families. UNICEF was commended for its continued leadership in the fight against HIV/AIDS.

19. The UNICEF focus on innovation had been key in scaling up results by increasing the organization's ability to adapt and respond more effectively, it was said. Integrating innovation into existing programming offered the opportunity to solve bottlenecks with relatively small interventions. Innovation was a powerful tool to forge partnerships and synergies that would yield results for children. The value of information and communication technology was stressed, as exemplified by the measurable progress achieved by use of mobile devices and cloud computing in programme delivery and management.

20. Despite the progress made, both challenges and opportunities lay ahead, said several speakers. Of particular concern was the growing number of children suffering extreme deprivations from conflict and other humanitarian emergencies, and the children and families who remained unreached despite national, regional

and global progress towards the Millennium Development Goals. Speakers stressed the value of the UNICEF equity approach and use of disaggregated indicators to identify and address gaps and persistent disparities among regions and States. Africa required special attention, although other regions, including Asia and the Pacific, also faced serious disparities in and between countries.

21. Several delegations expressed outrage about the kidnapping of 223 Nigerian schoolgirls, which had been one of the worst violations of human rights. UNICEF was urged to define a comprehensive strategic action plan for Africa's children, with a clear objective of accelerating results. One speaker, who had led the recent field visit of Executive Board members to Sudan, said the UNICEF team was responding to multiple problems and challenges and the children of Sudan must remain high on the agenda.

22. UNICEF should continue to ensure the integration of the rights of children and adolescents in the post-2015 agenda. UNICEF was uniquely positioned to do so because of its experience with equity, innovative approaches, funding and partnerships. A universal framework to achieve sustainable development required a paradigm shift at the policy and operational levels.

23. Delegations expressed appreciation for the collaborative work of UNICEF in implementing the quadrennial comprehensive policy review (QCPR) and furthering various United Nations system-wide reforms.

24. A speaker stressed the importance of results-based budgeting and reporting as key elements of transparency, accountability and approved measures of efficiency. Efforts were encouraged to achieve common results and harmonized indicators among United Nations agencies with overlapping mandates.

25. Delegations expressed appreciation for the new format and streamlined process for approval of country programmes. They welcomed efforts to ensure better alignment of CPDs and the United Nations Development Assistance Framework. The approval by the Executive Boards was one of the few steps of the joint planning, programming, implementing and monitoring of country programmes that was part of the governance function. The changes in the approval process should result in improved efficiency, effectiveness and cohesiveness in the system and strengthen national ownership.

26. Other points made about the focus of country programmes included the need for capacity-building of service providers; the need to strengthen traditional family social values and the role of the family in raising children; the importance of working in middle-income countries; and the need for greater emphasis on the participation of children, particularly adolescents. South-South cooperation should be scaled up and its potential fully harnessed as a forum for exchanging knowledge, experience and expertise. A delegation expressed appreciation for UNICEF support for drafting important laws related to justice for children.

27. Delegations said that UNICEF should continue to invest in strengthening national capacities to collect and analyse data, help national authorities to identify disparities and appropriately target interventions. UNICEF was commended for its work in improving the measurement of child poverty, promoting birth registration and strengthening national statistical offices. A speaker expressed support for the work of the Innocenti Research Centre.

28. Delegations said the new Gender Action Plan equipped UNICEF with clear, programmatic and institutional effectiveness results and a dedicated budget to achieve its gender-equity objectives. UNICEF should continue to invest resources in gender equality. Several delegations stressed the importance of girls' education, which was particularly important for the most marginalized and vulnerable children and young people, including children with disabilities. More reporting on progress on inclusive education would be appreciated.

29. In the face of growing food insecurity, UNICEF should broaden its complementary feeding programmes for young children and work with the World Food Programme's school feeding programme to help improve nutrition and reduce dropout rates.

30. Delegations commended UNICEF for its responses to the increasing number of humanitarian disasters in 2014, including four Level 3 emergencies, and for its efforts to advance United Nations system collaboration. Based on that reality, UNICEF should consider increasing its preparedness to deal with more than two Level 3 emergencies at the same time, as was now the case. UNICEF should improve the ways it sets goals and targets for humanitarian action, moves from humanitarian action to development assistance and handles risks in the most difficult situations and countries. At the same time, it should build resilience and thus national and community capacities to better respond to humanitarian situations. UNICEF was encouraged to continue to engage constructively with humanitarian coordinators and humanitarian country teams, incentivizing collective results and needs assessments.

31. Several delegations commented on the Syrian crisis, which had placed a heavy burden on the countries and communities hosting refugees, and on the international humanitarian community. Currently, 3.5 million people were not receiving aid they desperately needed. Member States had a responsibility to ensure that humanitarian actors had room to manoeuvre and that the humanitarian imperative was not compromised.

32. A speaker expressed concern regarding the situation of children in South-eastern Ukraine as a result of the escalation of combat activities there.

33. UNICEF was commended for its innovative, new technology-based and partnership-focused initiatives and campaigns, especially the End Violence against Children initiative, "Making the Invisible Visible" and No Lost Generation.

34. Delegations congratulated UNICEF for its achievements in mobilizing other resources, although regular resources income from Governments was lower than expected for 2013. Speakers appealed to Member States to increase their contributions to core resources and humanitarian assistance. The proposed information system providing transparent and regularly updated information was key to a comprehensive understanding of actual funding from different types of resources and partners. For flexible funding, the modalities for follow-up, reporting and dialogue on results were crucial. Speakers recognized the vital contribution of the National Committees for UNICEF, which in 2013 contributed a record $1.14 billion in net income to UNICEF.

35. Several delegations expressed support for the proposal to establish a fourth post of Deputy Executive Director. UNICEF was requested to keep the Executive Board informed on the reorganization of the secretariat. The introduction of a matrix

approach would hopefully help to break down some organizational silos. Several speakers expressed support for the establishment of the global shared services centre, and suggested that UNICEF look into exchanges with other funds and programmes on shared inter-agency service centres. UNICEF was encouraged to focus more intensely on human resources management to ensure that the organization had a strong and effective work force.

36. Speakers expressed appreciation for the high-quality work of the Office of Internal Audit and Investigations and the Evaluation Office, and for the attention paid by senior management to cross-cutting themes, trends and risks. Overall, there was growing professionalism, independence and transparency within UNICEF, and there was a need for continued allocation of adequate resources and capacities for internal control and sound financial management. UNICEF was encouraged to continue to carefully plan for risk-based audits and evaluations as it expanded its work in difficult operational contexts.

37. UNICEF was urged to continue discussions on a common approach to risk assessment, management and monitoring for all the funds and programmes and for donors. With a renewed focus on fragile and conflict-affected countries, the funds and programmes and donor countries must be able to communicate openly about the challenges of operating in such situations.

38. Speakers acknowledged continuing improvements in the quality of UNICEF evaluations. They recommended increasing the proportion of country offices with evaluation expertise, better evaluation of humanitarian actions and more timely action on evaluation recommendations.

39. The Executive Board adopted decision 2014/5 (see annex).

**UNICEF report on the recommendations of the Joint Inspection Unit (item 3)**

40. The Executive Board took note of the report.

## B. Final results framework of the UNICEF strategic plan, 2014-2017 (item 4)

41. The results framework (E/ICEF/2014/8) was introduced by the Deputy Executive Director, Programmes and the Director, Policy and Strategy.

42. A delegation said the framework was in line with the QPCR and specified concrete indicators that reflected the rights and interests of the most vulnerable children. In implementing the framework, UNICEF offices would facilitate countries' achievement of their national development objectives.

43. Other delegations expressed appreciation for the strategic thinking and extensive consultation process behind the framework, and for the emphasis on disaggregating data wherever possible by gender and other considerations. A delegation expressed satisfaction with the results framework and the Associated Theory of Change, which paved the way for demonstrating robust outcomes and lasting impacts. Another said that the rights-based approach of the Strategic Plan needed to be reflected in the results reporting, particularly in relation to gender and the rights of persons with disabilities.

44. Delegations suggested an updated format for future reporting, which should include both results and progress according to the Strategic Plan and targets. There should be continued dialogue with UNICEF on how the framework could be further refined, for example to take into account the post-2015 agenda. There should be follow-up on the translation of the global results framework into the results frameworks of country programmes. UNICEF was encouraged to work towards publishing annual effectiveness reviews based on the results framework, tracking the annual progress and implementation status of its development agenda and performance. Another delegation said that benchmarks of the country programmes should be consistent with internationally agreed indicators and did not appear to make a value judgment on the capability of any Member State. The source of data for the results framework must be agreed upon after consultations with relevant Governments.

45. The Executive Board adopted decision 2014/6 (see annex).

## C. Gender equality and empowerment of women (item 5)

46. The progress report (E/ICEF/2014/10) and Gender Action Plan (GAP) (E/ICEF/2014/CRP.12) were introduced by the Deputy Executive Director, Programmes, and the Principal Advisor, Gender and Rights.

### (a) Report on progress of work in gender equality and empowerment of women in UNICEF

47. Delegations congratulated UNICEF on producing a comprehensive progress report on gender issues and noted its positive findings, including the increase in the percentage of country programmes that are mainstreaming gender considerations. A speaker noted that UNICEF had designated gender-equality advisors in all regional offices and had prompted country offices to better incorporate the gender perspective in country programmes of cooperation. UNICEF should now work to enhance the gender sensitivity of all staff and fully take the gender perspective into account in project planning, monitoring and evaluation.

48. Two delegations expressed concern about declining funding for gender-related programmes in South Asia and East Asia and the Pacific, asking how the GAP would be implemented in these regions.

49. Delegations said the progress report was transparent and frank in addressing progress and shortfalls of implementing the strategic priority action plan for gender equality (SPAP) 2010-2013.

### (b) UNICEF Gender Action Plan, 2014-2017

50. Delegations expressed appreciation for the broad collaborative process behind development of the GAP. Success in reducing gender inequalities and advancing the empowerment of girls and women depends on the efforts of all United Nations agencies to implement the System-Wide Action Plan on Gender Equality. In that regard, collaboration at field level is essential to leverage the competitive advantages of partnering organizations. UNICEF should continue leading and participating in joint initiatives, within and beyond the United Nations, that promote coherence and multi-stakeholder partnerships. In implementing the GAP, UNICEF

should maintain good communication and full consultation with national Governments, taking account of the situations and needs of various countries.

51. A group of delegations commended UNICEF for outlining targeted gender-equality priorities and identifying how gender equality would be mainstreamed in all Strategic Plan outcome areas. UNICEF was encouraged to ensure that the targeted GAP areas are well integrated within the work of existing programming teams, with support from the Gender Unit, rather than create parallel teams or efforts.

52. Delegations expressed support for the targeted gender equality priority areas, particularly child marriage, as well as adolescent girls' health, secondary education and gender-based violence (GBV) in emergencies. They encouraged UNICEF to more concretely identify strategies and activities to support this work.

53. Several delegations suggested that UNICEF continue to address GBV in all areas of its work, to include men and boys in efforts to combat GBV and achieve gender equality, and address core societal structures to prevent GBV and discrimination against girls and women.

54. One delegation said that education interventions should include programmes in schools to ensure that children and women, particularly young people and adolescents, are able to exercise their rights. The actions proposed concerning HIV/AIDS, female genital mutilation/cutting and HPV vaccination were aligned with the needs and public health challenges facing children and adolescents. Young people must be able to realize their sexual and reproductive rights so that they can make responsible and autonomous decisions regarding their own bodies, their fertility and the transmission of sexual diseases. Prevention of adolescent pregnancy, including further refinement of indicators, was a priority.

55. A group of delegations said that the lack of a results framework within the SPAP end-of-cycle review made it nearly impossible to determine impact. It is therefore critical that the GAP is built around a robust results framework and plan for monitoring, evaluation and reporting, with ambitious yet realistic targets, measurable indicators and evidence-based baselines. Speakers welcomed UNICEF efforts to promote and build capacity for disaggregated data — especially gender-sensitive indicators. UNICEF results need to be disaggregated by region, sex and age in order to better assess impact, needs and vulnerability.

56. A number of delegations requested greater detail on resource allocation for the GAP. They encouraged UNICEF ensure predictability of funding and sustainability of internal technical support for gender equality. One group of delegations welcomed the planned investment of an additional $12 million in core resources [for a total of $19 million] for GAP implementation and asked for greater clarity on how this would be used. It remained unclear whether the work supported through the Gender Thematic Fund would stand on its own as separate programming or be integrated within the work of existing programme teams.

57. A group of delegations said that an appropriate and sufficient allocation of financial resources was necessary, noting that the UNICEF Integrated Budget presented to the Executive Board in September 2013 failed to show planned allocation for gender. They acknowledged UNICEF efforts to respond to these concerns by setting a 15 per cent benchmark of overall expenditures for gender by 2017, to be achieved by investing $19 million in core resources, raising

contributions throughout the Gender Thematic Fund, and using sectoral and thematic funds to mainstream gender. This benchmark, however, should not distract attention from the gender-equitable allocation of all resources. The delegations expressed concern about the GAP's heavy reliance on other resources.

## D. Proposals for UNICEF programme cooperation (item 6)

### (a) Draft country programme documents

58. The President announced that the Executive Board would discuss eight draft country programme documents (CPDs) and one area programme document (APD). In addition, a document containing reasons for extensions of ongoing country programmes was presented to the Executive Board.

59. In accordance with decision 2008/17, the Board was informed of the reasons for deferment to the second regular session of 2014 (E/ICEF/2014/CRP.11) for the presentation of five draft CPDs, for Bosnia and Herzegovina, Ecuador, Guatemala, Iraq and Paraguay. The presentation of the draft CPD for Mali was deferred to the first regular session of 2015.

60. The Director, Programme Division, introduced the proposed country programmes and extensions of ongoing country programmes.

61. A speaker said her delegation applauded the efforts of UNICEF in infant, child, adolescent and maternal health and would like to see more detail on the activities undertaken to enable the Executive Board to assess their probability of success. Benchmarks should be set and monitored regularly so that country programmes could be adjusted in order to achieve agreed goals in child and maternal health and well-being.

#### East Asia and the Pacific

62. The CPD for Timor-Leste (E/ICEF/2014/P/L.3) was presented by the Regional Director.

63. The representative of Timor-Leste commended the work done and confirmed that the CPD was in alignment with the Timorese National Strategy Development Plan. The Government supported the four mutually reinforcing strategies outlined in the country programme and stressed the need for continued technical and financial support from UNICEF for capacity-building and service delivery.

#### Eastern and Southern Africa

64. The CPDs for Angola, Comoros and Kenya (E/ICEF/2014/P/L.4-E/ICEF/2014/P/L.6) were presented by the Regional Director. The CPD for Kenya was presented, on an exceptional basis, for discussion and approval at the annual session.

65. The representative of Angola said the CPD was in line with the country's development priorities. The Government was committed to achieving the results outlined in the country programme, specifically those of decreasing child and maternal mortality, expanding the birth registration and the vital statistics system, and expanding the large-scale social assistance scheme to vulnerable families.

66. The representative of Kenya thanked UNICEF for being a close partner since Independence. She noted that the CPD is anchored in the UNDAF and fully aligned with national priorities. It is an ambitious plan, one on which UNICEF can deliver. It was recommended that the principle of efficiency and effectiveness guide implementation of the country programme, and that the UNICEF country team strengthen its results management tools and demonstrate value for investment.

67. A delegation welcomed the encouraging results achieved in Kenya despite challenges. UNICEF was one of the most efficient United Nations agencies in terms of effectiveness, including delivering and reporting on results. The delegation requested more information on how the country office intended to enhance its results-based management and implementation of the harmonized approach to cash transfers (HACT), especially for monitoring of implementing partners.

**Latin America and the Caribbean**

68. The CPD for the Bolivarian Republic of Venezuela (E/ICEF/2014/P/L.2) was presented by the Regional Director.

69. The representative of the Bolivarian Republic of Venezuela said that the country programme was an opportunity for the Government to continue working with UNICEF to ensure comprehensive protection for children. The programme would benefit the design and implementation of policies on health and protection of children and young people, and also focus on education.

70. A delegation expressed support for the country programme, which was aligned with the Government's bilateral assistance to Venezuela.

**Middle East and North Africa**

71. The CPD for Tunisia (E/ICEF/2014/P/L.8) and the APD for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine (E/ICEF/2014/P/L.7) were presented by the Regional Director.

72. The representative of Tunisia expressed satisfaction with the preparation process for the CPD. She emphasized the gains made for children in Tunisia, noting that the provision in the new Constitution on the rights of children demonstrated the commitment to children in all development plans and actions involving the country's development.

73. The representative of Lebanon said that the continuous increase in the number of refugees entering the country posed humanitarian challenges that exceeded the capacities of Lebanon to handle them. Lebanon appreciated the partnership with UNICEF to rebuild institutions and achieve peace and stability as a framework for the enjoyment of human rights for all.

74. The representative of the Syrian Arab Republic said that during the current crisis the Government had cooperated with UNICEF, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and other humanitarian agencies to support Palestinian and Syrian children. The Government reiterated its intention to facilitate delivery of humanitarian assistance to all affected civilians inside the Syrian Arab Republic.

75. The representative of the State of Palestine thanked UNICEF for its assistance to Palestinian children and women. She called for greater attention to the situation

of Palestinian refugees in neighbouring countries. Achievement of the goals set forth in the APD will ameliorate the hardships faced by Palestinian children and women.

76. Referring to the memorandum of understanding between UNICEF and UNRWA mentioned in paragraph 23 of the APD, a delegation said it would be important to verify how efficiently UNICEF implemented its programme, how each project was implemented in collaboration with UNRWA, and the extent to which synergy was created.

**South Asia**

77. The CPD for Afghanistan (E/ICEF/2014/P/L.9) was presented by the Regional Director.

78. The representative of Afghanistan paid tribute to the two UNICEF staff members who had been killed in the recent explosion in Kabul. His Government appreciated the support of UNICEF in his country's development efforts, especially as the country is embarking on its transformation decade. The Government welcomed the new country programme, particularly its overall goal to address inequality in the most deprived areas of Afghanistan. He underlined the importance of scaling up nutrition and protection in the next programme.

79. A group of delegations welcomed the alignment of the CPD with the Afghanistan National Development Strategy and UNDAF and the clear linkages between humanitarian action and long-term development, including resilience work. They encouraged UNICEF to strengthen the overall focus on child protection. Given the dependence of UNICEF on local partners for programme implementation, they requested information on risk mitigation and implementation of HACT.

**West and Central Africa**

80. The CPD for Sierra Leone (E/ICEF/2014/P/L.10) was presented by the Regional Director.

81. The representative of Sierra Leone said the proposed country programme, which would improve the lives of children and protect children's rights, was in line with the Agenda for Prosperity and the UNDAF. Highlighting gains made for children and women in reducing maternal mortality and increasing enrolment in primary education, she noted that country faced myriad challenges, particularly in the areas of capacity-building, building resilience, building a protective environment for children and supporting social protection.

82. A delegation noted the participatory process behind the elaboration of the country programme. The delegation recommended that UNICEF address the recommendations made in other documents, including the evaluation of community management of acute malnutrition and the findings of internal audit reports, and integrate risk management into planning and implementation.

83. Commending UNICEF for its work on the CPD, another delegation noted that protection received fewer resources than health care and nutrition, and asked about the allocation of resources in the document.

**(b) Extensions of ongoing country programmes**

84. The Director, Programme Division presented document E/ICEF/2014/P/L.11.

85. The Executive Board adopted decisions 2014/7, 2014/9 and 2014/14 (see annex).

## E. Evaluation (item 7)

### Annual report on the evaluation function and major evaluations in UNICEF, and management perspective

86. The report (E/ICEF/2014/12) was presented by the Director, Evaluation. The management response (E/ICEF/2014/CRP.13) was presented by the Deputy Executive Director, Management.

87. A group of four delegations expressed appreciation for the comprehensive report on the evaluation function, including the description of the rich evaluation activities at decentralized levels within UNICEF. They expressed continued support for UNICEF efforts to facilitate learning between regions. It was important to provide adequate human resources for ensure good-quality evaluations and well-managed processes and to maintain the independence of the Evaluation Office.

88. As UNICEF had said in informal consultations prior to the session, further work was needed in integrating — systematically — gender equality and human-rights-based approaches in evaluations. The delegations were pleased that the evaluation criteria of the Development Assistance Committee of the Organisation of Economic Co-operation and Development had been taken into account in the revised evaluation policy. The evaluations presented to the Executive Board this year were of good quality but could have more directly addressed whether or not the goals of the programmes had been achieved.

89. The engagement of UNICEF in system-wide and inter-agency evaluation efforts was welcome. The delegations encouraged UNICEF to give more emphasis to collaboration and coordination with other United Nations agencies. For reasons of accountability, they encouraged UNICEF and the other participating agencies to present the management responses to joint evaluations to their respective Executive Boards. They welcomed the good work conducted by EvalPartners, which was now administered by UN-Women. They also welcomed the work of UNICEF on improving evaluation of humanitarian action and expressed appreciation for the focus on child protection.

90. A delegation said that for evaluations to be truly constructive, they must be timely, and adequate time for monitoring should be allocated. There must be good communication with those responsible for programmes that are being evaluated. National evaluators who were familiar with national programmes were preferable to evaluators from the outside who did not always understand the factors involved. National capacity-building was another important element. UNICEF was asked about the methodology for selecting the programmes to be evaluated.

### Evaluation synthesis report, and management response

91. The evaluation synthesis report on community management of acute malnutrition (CMAM) was presented by the Director, Evaluation, and the management response was presented by the Director, Programmes.

92. A group of five delegations expressed support for the overall recommendation that UNICEF continue to support CMAM as a viable approach to preventing and addressing severe acute malnutrition. They favoured using a holistic approach, which included prevention as well as treatment. Prevention would be supported through strengthening community outreach and management of moderate acute malnutrition management. The delegations were encouraged by the degree to which CMAM had been integrated into national health systems. To ensure the sustainability, cost-effectiveness and efficiency of CMAM, it was also important to promote domestic financing and the appropriate use of ready-to-use therapeutic food (RUTF) by caregivers and clinics.

93. A 2013 study funded by two of the delegations had identified a role for donor agencies to make available funding that allowed for longer-term support for CMAM outside of crisis mechanisms. This was in line with better linking relief and development programmes. Because coordination among stakeholders was key to scaling up nutrition interventions, the delegations welcomed the actions included in the management response related to lowering the costs of RUTF and strengthening a joint vision on acute malnutrition among UNICEF, the World Food Programme, the World Health Organization, implementing partners and ministries of health.

94. Another speaker encouraged UNICEF to consider how the content of the synthesis report could be shared for further discussion and follow-up at the international conference on nutrition in November 2014.

95. The Executive Board adopted decision 2014/10 (see annex).

## F. Internal Audit and Investigations (item 8)

96. The Office of Internal Audit and Investigations 2013 annual report to the Executive Board (E/ICEF/2014/AB/L.2) was presented by the Director, Office of Internal Audit and Investigations (OIAI). The management response to the report (E/ICEF/2014/AB/L.3) was presented by the Deputy Executive Director, Management. The annual report of the Audit Advisory Committee was available on the Executive Board website.

97. Delegations said the work of OIAI was essential to safeguard the quality of the delivery of resources and programmes by UNICEF, and expressed appreciation for the increased number of internal audits and investigations. UNICEF management was commended for greater follow-up to recommendations from previous years. The overall ratings introduced by UNICEF for conducted audits gave a better overall picture of audit results. UNICEF was encouraged to participate in joint and inter-agency audits when relevant, and was commended for continuing to implement the policy of disclosure of internal audits reports. More information on the completed investigations would contribute to even greater transparency.

98. Audits were not always positive, it was said, and showed weaknesses that should be addressed. Quite a number of country offices, particularly in Africa, received qualified statements. The delegations were confident from the management response that UNICEF was taking the necessary measure to address those recommendations. The harmonized approach to cash transfers was a priority.

99. Delegations supported efforts by OIAI to strengthen its investigative capacity, particularly regarding allegations concerning third parties working with UNICEF.

Nonetheless, UNICEF had a low capacity in this area compared to UNFPA and UNDP, and delegations requested information on the number of additional personnel proposed and costs involved in strengthening the OIAI investigative capacity. OIAI must have the resources needed to fulfil its mandate, and UNICEF should consider this in relation to the midterm review of the Integrated Budget.

100. A group of delegations said that internal audits report drew the same conclusions as those of the United Nations Board of Auditors, discussed at the first regular session of 2014, about the high risks regarding governance, internal control and results-based management and on steps taken to address the challenges in relation to implementing partners. They had high expectations in this regard for the new Deputy Executive Director position.

101. Delegations expressed appreciation for the new policy prohibiting and combating fraud and corruption and for its having been made publicly available. They encouraged UNICEF to include more information on anti-corruption measures, risk assessments and risk management in future OIAI reports, and to work towards a common approach to these issues with other funds and programmes. UNICEF was urged to continue its rigorous pursuit of any and all misappropriated funds.

102. Delegations expressed support for the recommendations of the Audit Advisory Committee to revise the 2009 accountability framework. They looked forward to progress in implementing crucial audit recommendations, including those on the updated staff rotation policy and the strategy to develop donor reporting at the global level.

103. The UNICEF Executive Director said that UNICEF has taken steps to clarify the lines of responsibility from headquarters to the regional and country offices. The new position of Deputy Executive Director will be responsible for strengthening this line of management accountability. In addition, UNICEF will be providing additional resources to OIAI and will take the need for resources into account in the midterm review of the Integrated Budget.

104. The Director, OIAI, emphasized that UNICEF has gone beyond a reasonable level of assurance to provide advice office by office, and function by function, to improve operations. UNICEF will continue to stay vigilant regarding HACT so that resources are used to achieve the greatest impact possible for children.

105. On HACT, the Deputy Executive Director explained that UNICEF was bolstering its capacity for oversight in all regions. Regarding additional capacity for OIAI, he said $350,000 a year would be given to OIAI, through the attrition of other posts. UNICEF will continue to pursue misappropriated funds through legal and other channels, and will strengthen risk management, including through the structure of the new Deputy Executive Director.

106. The Executive Board adopted decision 2014/11 (see annex).

## G. Report of the Ethics Office (item 9)

107. The report (E/ICEF/2014/11) was introduced by the Principal Advisor, Ethics.

108. A group of delegations expressed appreciation for the leadership of the Executive Director and the Ethics Office in fostering a culture of ethics, integrity and accountability at UNICEF. They welcomed the actions taken by the Office to

develop more systemic support to staff in identifying and resolving conflicts of interest, and commended efforts to improve and expand the ethics training programme. Because these innovations had led to increased requests for advice and additional training support, UNICEF should continue to modify its training to meet the evolving needs of country offices, especially those in more complex humanitarian areas. There should also be periodic testing to measure the effectiveness of these training programmes.

109. The Office's efforts to foster a culture of "speaking up" at UNICEF were welcome, as was the inclusion of a management indicator on this issue in the Strategic Plan. The fact that some staff members expressed fear or frustration about speaking up highlighted the importance of an effective policy on protection against retaliation for promoting accountability and transparency. Training on protection of whistle blowers throughout the organization is essential, and the online basic ethics awareness course should be mandatory for all staff, not just those at Level P-5 and above.

110. Regarding harmonization, the delegations asked how the various United Nations ethics offices are coordinated and how they relate to the central United Nations Ethics Office, specifically in terms of its setting of standards and oversight functions. They also requested more information on how the UNICEF Ethics Office was measuring its own effectiveness and progress against expected results.

111. The Executive Board adopted decision 2014/12 (see annex).

## H. Creation of a fourth position of Assistant Secretary-General/ Deputy Executive Director in UNICEF in the context of strengthened management for results across the organization (item 10)

112. The proposal (E/ICEF/2014/AB/L.4) was presented by the Chief of Staff.

113. A group of delegations welcomed the proposal and recognized its potential benefits. They requested more information, and perhaps consultations, on the organizational changes that would accompany the creation of the new post. They expected the headquarters reorganization to lead to a more efficient, less hierarchical organization with greater quality assurance of results and coordinated management. They expected the fourth Deputy Executive Director to support oversight of the implementation of important audit and evaluation recommendations, strengthen governance and internal controls, and support strong relationships with implementing partners. They requested that the secretariat update the Executive Board prior to the annual session of 2015 on the structural and governance changes within UNICEF, including clarification of reporting lines, responsibilities, new accountabilities and the other effectiveness and efficiency initiatives presented in the proposal.

114. Another delegation said that the Department of Peacekeeping Operations had created a similar post for field services, which had resulted in increased efficiencies.

115. The Executive Board adopted decision 2014/13 (see annex).

## I. Address by the Chairperson of the UNICEF Global Staff Association (item 11)

116. The Chairperson said that the results described in the Executive Director's annual report had been achieved through the hard work and sacrifice of staff at all levels, often under extreme challenges. Overall, the relationship between staff and senior management was good and the Executive Director made an effort to address staff issues and concerns brought to his attention. Nonetheless, the staff had several concerns, particularly the reorganization and restructuring currently under way. More could be done to address the issue of loss of jobs.

117. The most critical issue facing staff was their safety and security, especially in the field and in dangerous and hardship duty locations. It was time for a comprehensive review of the working conditions and conditions of service for staff working in dangerous locations, including in combat zones. Issues of particular concern were a residential security allowance for locally recruited staff in hazardous locations; rest and recuperation for international staff; and harmonization of the danger pay allowance.

118. Throughout the organization, staff morale was affected by the concern about job losses and by a lack of diversity, especially regarding women and nationals of programme countries. Increasing the opportunities available to local staff for professional growth, promotion and mobility would help to address these concerns.

## J. Other matters (item 12)

**Provisional list of agenda items**

119. The Secretary of the Executive Board introduced the provisional list of agenda items for the 2014 second regular session of the Executive Board, scheduled to take place from 9 to 12 September.

## K. Adoption of draft decisions (item 13)

120. The Executive Board adopted decisions 2014/5 through 2014/14 (see annex).

## L. UNICEF Staff Awards and closing statements by the Executive Director and the President of the Executive Board (item 14)

121. The Executive Director announced the winners of the 2014 UNICEF Staff Awards: (a) The 23 colleagues in UNICEF Kidugli Zone Office in Sudan, for their work related to "business continuity for children'; (b) the Division of Communication and Programme Division's Child Protection Section, for their groundbreaking collaboration on the "End Violence against Children" campaign; and (c) the staff of the UNICEF office in the Syrian Arab Republic, who were working in a terrible humanitarian crisis, now in its fourth year.

122. In his closing remarks, the Executive Director said that staff were at the heart of everything the Executive Board had discussed at the session. He paid tribute to several staff members who were retiring or changing posts. During the focus session

on the children of Africa, he had been reminded that more than 5,000 UNICEF staff were serving throughout Africa, a majority of them national staff. He agreed with the GSA President that UNICEF had to reflect equity internally through better gender and geographic balance. The report of the Ethics Office was a reminder of how all staff members, whether drivers or directors, were entitled to equal respect, support and concern for their security in an increasingly dangerous world.

123. The President said the presence of so many high-level representatives, particularly Her Majesty Queen Sofia of Spain and the First Lady of Burkina Faso, was a testimony to the importance of the work of UNICEF. The quality of the discussion during the special focus session on Africa showed that there was a real appetite among Member States and among UNICEF constituencies, Governments, National Committees, staff and civil society for substantive, analytical and reality-driven discussion and exchange of views at the Executive Board. The world needed to achieve transformative outcomes for its children, and the "business as usual" approach was simply not ambitious enough. The time had come for Governments to lead in all countries, and UNICEF, a "great and exemplary organization", must accompany them on this journey.

# Annex 1

## Special focus session on sustainability and development in Africa: a child-centred perspective

1. The session was opened by the President of the Executive Board, who thereafter invited the African Union (AU) Commissioner for Social Affairs to speak. The Commissioner spoke of the challenges facing Africa's children, particularly in the areas of nutrition and education, and the importance of collaboration between the AU and UNICEF. The partnership between the two institutions includes a campaign to end child marriage, social protection, stunting and malnutrition, protection of children in conflict situations and birth registration. Areas where UNICEF could work more closely with the AU include utilizing the presence of UNICEF in all countries in Africa to continue the follow-up on implementation of AU resolutions; increased technical collaboration, including on evidence-based policy advocacy; predictable, multi-year funding support for the AU; and support by UNICEF for the AU Agenda 2063.

2. After a short video on children in Africa, the Director of Programme Division made a presentation in which he said that some of the organization's largest country programmes were in Africa, where UNICEF currently invests more than $2 billion per year, approximately 53 per cent of programme expenditure. Approximately one fourth of UNICEF investment in Africa has been for emergency operations.

3. The Executive Director of the African Child Policy Forum said that the success of the post-2015 development framework in Africa would depend on how effectively Governments empowered children and communities to demand results in key areas: investing more in programmes and interventions benefiting children; enhancing and building capacities and systems to efficiently and effectively deliver on commitments to children; and strengthening protection of children against abuse and exploitation.

4. The discussion featured interventions by a number of high-level representatives of African Governments. Several African delegations discussed successful measures their Governments had taken to promote the rights of children. Many speakers stressed that despite so much progress in several areas, challenges and problems remained, such as in child survival, education, water and sanitation, malnutrition and overall poverty, compounded by the lack of institutional capacities, basic infrastructure, resources and information and by deep-rooted harmful traditional practices. Under-five mortality in Africa remained the highest in the world. More than 3 million African children under age 15 years were living with HIV, and the continent has the highest number of out-of-school children in the world. Humanitarian crises, armed conflict and political instability also hindered efforts to protect the rights and welfare of children.

5. Efforts to achieve the Millennium Development Goals and other international goals have showed that significant progress could be made when concrete benchmarks are set and conditions for change are favourable. Indicators for child mortality, access to drinking water and sanitation and school enrolment clearly showed improvements in peoples' quality of life. Africa is the world's youngest continent, with 40 per cent of the population under the age of 15 years and another 200 million youths aged 15-24 years. It is also one of the most dynamic continents,

home to 6 of the world's 10 fastest-growing economies. These factors offer a unique opportunity to accelerate long-term development results, including by ensuring complementary investments in education, health and fighting child labour. International cooperation was the key starting point, particularly in terms of strong collaboration between the United Nations system and the African Union in supporting Member States as the primary duty bearers to fulfil their obligations to children. South-South cooperation was also critical.

6. Several speakers stated that African leadership would be the key predictor of success, and that it was important to ensure that the post-2015 development agenda give special attention to the situation of African children. Priorities must include increased investment in social protection to reduce inequality and facilitate access of the most vulnerable people to basic social services; investment in children at the community level and in early childhood development; and enhanced communication for development to change mind sets in communities.

7. Several delegations stressed the particular importance of investing in girls' education and adolescent girls, ending child marriage, fighting HIV/AIDS, advancing realization of sexual and reproductive health rights and ending female genital mutilation/cutting.

8. In closing the focus session, the President said that the gap between Africa and the rest of the world must be addressed in a forceful and transparent manner. The proposed sustainable development goals should include targets to end childhood plagues and killers including malaria, HIV/AIDS and hunger. He argued that there was no reason as to why Africa should be left behind on these very basic deliverables. He urged UNICEF to become the champion of those targets and goals as part of the post-2015 development agenda.

# Annex 2

## Decisions adopted by the Executive Board at its annual session of 2014

### 2014/5
### Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review

*The Executive Board*

1. *Takes note* of the Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review (E/ICEF/2014/6 and E/ICEF/2014/6/Add.1);

2. *Decides* to transmit the above-mentioned report to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session.

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### 2014/6
### Final results framework of the UNICEF Strategic Plan, 2014-2017

*The Executive Board*

1. *Recalls* its decision 2013/16 on the UNICEF Strategic Plan, 2014-2017;

2. *Notes with appreciation* the final results framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2014/8), which provides results and key performance indicators at the impact, outcome and output levels, and includes baselines and targets, for the strategic plan;

3. *Affirms* that the final results framework of the UNICEF Strategic Plan, 2014-2017, has been designed in conformity with results-based management principles, with each level of results directly or indirectly related to UNICEF programmes and with expected results and targets determined on the basis of country programmes or internationally agreed commitments;

4. *Notes* that the exact formulation of the indicators, milestones and targets of the final results framework will continue to evolve and should, where appropriate, be further refined in consultation with Member States, and requests an update to the Executive Board at its annual session of 2015;

5. *Requests* UNICEF to update the Executive Board at its annual session of 2015 on how country programme results and resources frameworks are aligned with the final results framework of the UNICEF Strategic Plan, 2014-2017;

6. *Notes* that a comprehensive analysis of the risks, assumptions and mitigation measures, as well as the elements of the theory of change of each outcome area, has been outlined in a supplementary programme note (E/ICEF/2014/CRP.14), which is publicly available and will be periodically refined;

7. *Requests* UNICEF to present to the Executive Board, at an informal session in September 2014, an outline of the format of, and the information that will be provided in, the annual report of the Executive Director, to be based on the final results framework (E/ICEF/2014/8), which will allow for appropriate tracking of annual progress, in consultation with Member States, as well as expenditure compared to budgets;

8. *Also requests* UNICEF, as part of the annual report of the Executive Director, to provide an annual update on progress made towards achieving the results identified in the final results framework of the UNICEF Strategic Plan, 2014-2017.

*Annual session*
*6 June 2014*

## 2014/7
## Extensions of ongoing country programmes

*The Executive Board*

1. *Takes note* of the one-year extensions of country programmes approved by the Executive Director for the country programmes for Algeria, Argentina, Lebanon, Libya and Uganda, as indicated in table 1 to document E/ICEF/2014/P/L.11;

2. *Approves* the two-year extension for Burundi, the third consecutive one-year extension for Guinea-Bissau, the fourth consecutive one-year extension for the Syrian Arab Republic, and a two-month extension, following three one-year extensions, for Madagascar, as indicated in table 2 to document E/ICEF/2014/P/L.11.

*Annual session*
*6 June 2014*

## 2014/8
## Report on progress of work in gender equality and empowerment of women in UNICEF, and UNICEF Gender Action Plan, 2014-2017

*The Executive Board*

1. *Recalls* its decision 2013/9 on the report on the progress of gender equality work in UNICEF (E/ICEF/2013/12), requesting UNICEF to (a) develop a new Gender Equality Action Plan, 2014-2017, (b) develop a performance management plan that includes a results framework, and a plan for monitoring, evaluation and reporting, and (c) cost and allocate adequate funds for the new Gender Equality Action Plan, 2014-2017;

2. *Also recalls* its decision 2013/20 on the UNICEF integrated budget, 2014-2017, reiterating its request to UNICEF to develop a costed Gender Equality Action Plan for 2014-2017;

3. *Takes note with appreciation* of the report on progress of work in gender equality and empowerment of women in UNICEF (E/ICEF/2014/10);

4. *Notes with appreciation* the consultative process of UNICEF in preparing the Gender Action Plan, 2014-2017;

5. *Welcomes* the UNICEF Gender Action Plan, 2014-2017 (E/ICEF/2014/CRP.12), including the four targeted gender priorities, the proposals for mainstreaming gender and addressing gender bottlenecks and barriers in programmes, and the proposals for increasing institutional effectiveness, including capacities and accountability, in the operationalization of the plan;

6. *Encourages* UNICEF to implement the plan in an effective and efficient manner, including by committing adequate resources and investing in the required staffing, capacity and systems, and stressing the importance of United Nations system-wide cooperation in its implementation;

7. *Requests* UNICEF to prepare annual reports on the implementation of the Gender Action Plan, to be presented at annual sessions of the Executive Board, providing updates on both programmatic and institutional results, including updates on financial resources and expenditures, using the Gender Action Plan results matrix, indicators, and performance benchmarks, and also requests UNICEF to strengthen gender reporting in all of its work.

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*6 June 2014*

## 2014/9
## Country programme document for Kenya

*The Executive Board*

1. *Recalls* its decision 2013/18 to consider, on an exceptional basis, the draft country programme document for Kenya at the first regular session of 2014 of the Executive Board, and to present the revised document for approval at the annual session of 2014;

2. *Also recalls* the request made by the Government of Kenya on 9 October 2013 to present the document for consideration and approval at the annual session of 2014;

3. *Further recalls* that the draft country programme document for Kenya (E/ICEF/2014/P/L.6) was circulated among Member States for their comments and inputs from 13 to 26 May 2014;

4. *Approves* the country programme document for Kenya, with the aggregate indicative budget of $54,640,000 from regular resources, subject to the availability of funds, and $124,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2014-2018.

*Annual session*
*6 June 2014*

## 2014/10
## Annual report on the evaluation function and major evaluations in UNICEF

*The Executive Board*

1. *Takes note* of the annual report on the evaluation function in UNICEF (E/ICEF/2014/12) and the accompanying paper providing a management perspective on the issues raised in the report;

2. *Reaffirms* the central role played by the evaluation function in UNICEF and the importance of the principles set out in the revised Evaluation Policy (E/ICEF/2013/14) prepared in close consultation with Member States;

3. *Welcomes* the evidence presented in the report of continued strengthening of the evaluation function and encourages UNICEF to continue to systematically apply the revised Evaluation Policy;

4. *Also welcomes* the increased commitment to the preparation of management responses to all major evaluations and encourages UNICEF to ensure the timely preparation and discussion of these responses, as well as better monitoring of the implementation of evaluation recommendations;

5. *Takes note* of the key performance indicators tracking the effectiveness of the evaluation system and the administrative data on human and financial resources;

6. *Welcomes* the progress on quality ratings of evaluations, encourages UNICEF to strive towards sustaining and further improving a high level of quality ratings, and also encourages UNICEF to strengthen appropriate consideration of cross-cutting issues in evaluations;

7. *Also welcomes* joint evaluations and encourages UNICEF to present to the Executive Board management responses to joint evaluations;

8. *Notes* the effective contribution of regional offices within the highly decentralized evaluation system of UNICEF;

9. *Requests* UNICEF to report in 2015 on steps taken to implement the revised Evaluation Policy and on implementation of the plan for global thematic evaluations, 2014-2017;

10. *Also requests* UNICEF to present to the Executive Board on an annual basis a comprehensive overview of evaluation coverage, including, inter alia, coverage by region, theme and programme expenditure level;

11. *Further requests* UNICEF to inform the Executive Board of the implementation of the plan for global thematic evaluations, as contained in document E/ICEF/2014/3, as part of the annual report on evaluation.

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*6 June 2014*

## 2014/11
## Office of Internal Audit and Investigations 2013 annual report to the Executive Board

*The Executive Board*

1. *Takes note* of the Office of Internal Audit and Investigations 2013 annual report to the Executive Board (E/ICEF/2014/AB/L.2), the UNICEF management response to the annual report of the Office of Internal Audit and Investigations for 2013 (E/ICEF/2014/AB/L.3) and the UNICEF Audit Advisory Committee 2013 annual report;

2. *Expresses* its continued support for the strengthening and resourcing of the internal audit and investigations function of UNICEF;

3. *Welcomes* the ongoing commitment of UNICEF to greater accountability and to the implementation of recommendations arising from its internal audits.

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*6 June 2014*

## 2014/12
## Report of the Ethics Office of UNICEF

*The Executive Board*

1. *Takes note* of the report of the Ethics Office of UNICEF on its activities for 2013 (E/ICEF/2014/11) in compliance with Executive Board decision 2010/18 to present an annual report;

2. *Welcomes* the leadership of the Executive Director for his continued support and commitment to the work of the Ethics Office as evidenced by the progress demonstrated in this report;

3. *Notes with appreciation* the vital contributions made by the Ethics Office to foster a culture of ethics, integrity, and accountability at UNICEF, and urges the office to continue enhancing that culture;

4. *Recognizes* the actions taken by the Ethics Office to develop more systemic support to staff regarding conflicts of interest, and recognizes also the financial disclosure programme;

5. *Encourages* the Ethics Office to continue expanding its Ethics Training Programme to ensure it reaches all levels of staff, and requests the Ethics Office to continue using feedback on the training provided, as well as innovative approaches, to ensure that the training interventions continue to be effective and appropriate for all UNICEF personnel, including those in complex humanitarian situations, and also to ensure that the interventions represent a good investment of resources;

6. *Also encourages* the Ethics Office to continue its efforts in achieving coherence with other members of the Ethics Panel of the United Nations regarding the ethics policies, standards and practices of UNICEF;

7. *Requests* the Ethics Offices to improve protection for whistle-blowers by developing and implementing an effective policy on protection against retaliation

that (a) specifies a statute of limitations of a minimum of six months for reporting retaliation, and (b) is in line with the management indicator on this issue included in the UNICEF strategic plan, 2014-2017;

8. *Also requests* the Ethics Office to continue to submit annual reports to the Executive Board at future annual sessions, in accordance with Executive Board decision 2010/18, which should contain recommendations to management that will strengthen the organizational culture of integrity and compliance.

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## 2014/13
## Creation of a fourth position of Assistant Secretary-General/ Deputy Executive Director in UNICEF in the context of strengthened management for results across the organization

*The Executive Board*

1. *Takes note with appreciation* of the proposed organizational initiatives to strengthen leadership and management for results;

2. *Approves* the establishment of the position of Deputy Executive Director for field results at the level of Assistant Secretary-General;

3. *Requests* UNICEF to update the Executive Board ahead of the 2015 annual session on the structural and governance changes within UNICEF, including clarifying reporting lines, responsibilities and new accountabilities, and other effectiveness and efficiency initiatives as presented in document E/ICEF/2014/AB/L.4;

4. *Also requests* the Executive Director of UNICEF, in his 2015 annual report, to update the Executive Board on effectiveness and efficiency initiatives.

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## 2014/14
## Draft country programme documents

*The Executive Board*

*Approves* the aggregate indicative budgets for the following country and area programmes of cooperation:

| *Region/country* | *Period* | *Regular resources* | *Other resources* | *Document E/ICEF/2014/* |
|---|---|---|---|---|
| **East Asia and the Pacific** | | | | |
| Timor-Leste | 2015-2019 | 5 650 000 | 55 000 000 | P/L.3 |
| **Eastern and Southern Africa** | | | | |
| Angola | 2015-2019 | 32 467 500 | 76 000 000 | P/L.4 |
| Comoros | 2015-2019 | 5 155 000 | 15 730 000 | P/L.5 |
| Kenya* | 2014-2018 | | | P/L.6 |
| **Latin America and the Caribbean** | | | | |
| Bolivarian Republic of Venezuela | 2015-2019 | 4 270 000 | 10 000 000 | P/L.2 |
| **Middle East and North Africa** | | | | |
| Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine | 2015-2016 | 8 800 000 | 18 423 000 | P/L.7 |
| Tunisia | 2015-2019 | 4 540 000 | 5 000 000 | P/L.8 |
| **South Asia** | | | | |
| Afghanistan | 2015-2019 | 210 000 000 | 455 500 000 | P/L.9 |
| **West and Central Africa** | | | | |
| Sierra Leone | 2015-2018 | 35 780 000 | 205 585 000 | P/L.10 |

* See the separate decision on the country programme document for Kenya.

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